

DEC 6 1989

OP 89-1042



MEMORANDUM FOR: Associate Deputy Director for Administration

FROM: George W. Owens
Director of Personnel

SUBJECT: Factors Affecting the Directorate of
Administration's Ability to Perform its Mission

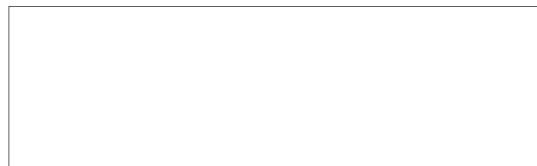
REFERENCE: Memo from DD/P&C to ADDA, et al, dtd 16 Nov 89,
Subj.: Strategic Planning Working Group Meeting,
15 November 1989

The reference asked for key external and internal factors that will affect the DA's ability to contribute to the Agency's mission over the next 10 years. My candidates for a list of such factors include:

External Factors

- ° Limited resources to address changing requirements - It seems certain that there will be no growth in our resources and possibly a reduction in them, raising questions of whether we will be able to afford what we need to do our job. The period will also bring significant changes to the Agency. These include a workforce with different priorities and needs, e. g., altered work schedules, more benefit options, etc.; changes in the Agency's operational focus in response to world events; and changes in the mix of skills we require. In fact the rapidity of change over the next decade may well strain our ability to shift gears in time to meet our obligations and is itself a factor to be noted.

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- Changing demographics of the U.S. workforce and increasing competition for qualified applicants - It is abundantly clear from Workforce 2000 that the manpower pool from which we have drawn our applicants is changing in size, capability, and composition. While these changes present some opportunities for us (in minority recruitment, for example), they also offer a severe challenge because of the heightened competition we will face from other employers. With respect to minority recruiting, that subject takes on added importance given the NIC paper reference to the role of certain East Asian nations in the next decade. The hiring of more Asian employees, particularly those with an understanding of that area's languages and cultures, will be important.
- Advances in technology - Such advances will enable us to continue to improve the means by which we communicate and store, manipulate, and retrieve data. This assertion presumes a sustained commitment to recapitalization and development.
- Congressional oversight - Oversight of management, as well as operational programs, can be expected to continue consistent with political debate about policy directions in the wake of developments overseas.

Internal Factors

- Increasing complexity of the work - As technology advances and the complexity of intelligence issues increases so will the need for training of an increasingly specialized kind. In recruiting this development will challenge us to compete successfully for a more limited number of qualified personnel.
- Changing requirements of our workforce - It is a fact that there are large numbers of dual income families, that their number will continue to grow, and that employees, in general, appear less willing than formerly was the case to make an unqualified commitment to the Agency. While it is speculation at this point, this trend has the potential to impede on occasion our ability to meet various requirements. Another new and significant need will be that of retraining personnel as large numbers of employees are forced to assume new responsibilities in response to shifts in operational priorities.

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- ° Management information - The directorate's ability to meet its customers' requirements depends in large measure on its access to information. The quantity, timeliness, and reliability of that information is a key variable in the DA's ability to remain responsive in support of changing Agency requirements.
- ° Prioritization of activities - There is an increased need to differentiate between the usefulness and the essentiality of the things we do. However, as other directorates conduct similar prioritizations support positions are often affected, although the expectation of undiminished support remains unchanged.

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